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NEWSPAPER

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Nation's Restaurant News®

The Weekly Newspaper of the Food-Service Industry

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Top chains hit the brakes

Execs curb building plans to focus on operations

By Rick Van Warner

With the nation crammed with restaurants, expansion is screeching to a crawl as major operators slash new-unit plans and instead nurture existing operations.

"I don't think there's a need in America for any more restaurants to be built," said David Bamberger, chairman of Church's.

"There's enough of them out there," he explained.

"The industry is physically overbuilt," said Vicorp president Robert Benson. "Our focus will be on maximizing the profit potential of the units we have."

Wendy's, Vicorp, TGI Friday's, Church's, and Friendly are among companies that are scaling back expansion as they focus on back-to-basic drives to improve operations.

But Shoney's Inc. offered the most dramatic comment on the topic at the recent Montgomery Securities Restaurant and Lodging Conference in New York.

Shoney's, one of the industry's most consistent performers over the years,

*(See **MONTGOMERY**, page 120)*

News Digest: Montgomery Securities conference

Jack in the Box tests new products

Pizza Hut to roll hand-tossed pie

Shoney's fuels sales with fish

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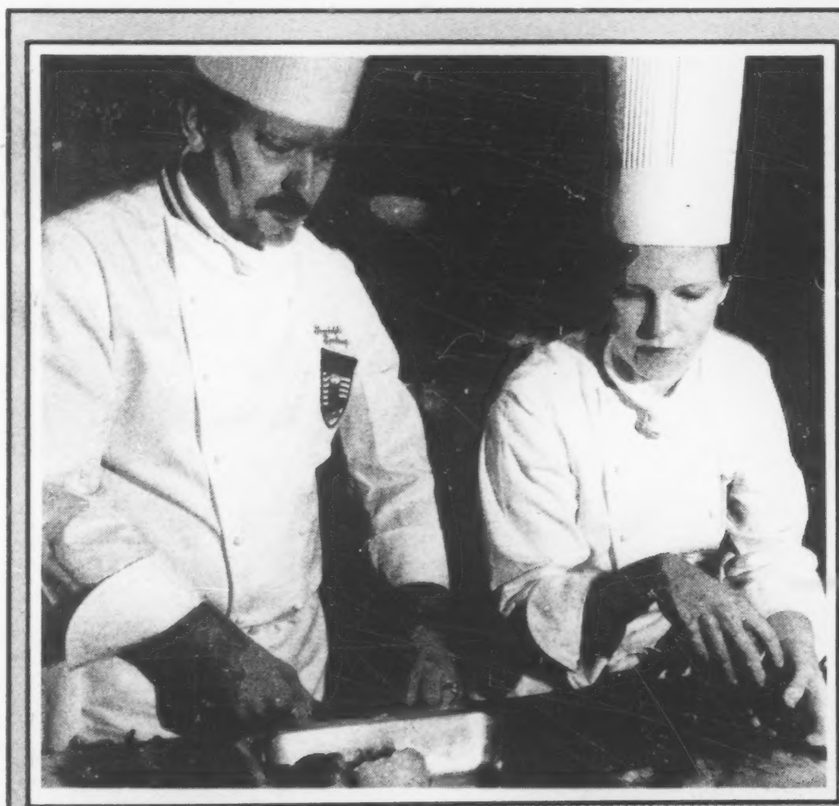

NRN Photo

Rudolph Speckamp and Carolyn Claycomb, members of the U.S. Culinary Team that spoke at the Monterey Wine Festival, prep peppers for the festival's luncheon.

Culinary team targets trends at Monterey fest

By Alan Liddle

MONTEREY, Calif. — "Tonight only—a free selection from our hedonistic triple-chocolate-everything pastry cart with each purchase of a mountain-sized portion of blackened redfish with mango beurre blanc."

While such a promotion probably exists somewhere in the fad-driven food-service industry, it won't be found in the establishments of the five U.S. Culinary Team members who attended the annual Monterey Wine Festival. The culinary Olympians addressed "New Foods, New Fads," and among the trends they noted:

• Smaller tapaslike portions of "lighter" or lower-cholesterol food will continue to be appealing. Value must be part

*(See **CULINARY**, page 4)*

Caesars takes up arms

Pizza Hut, Domino's face new Pan Pan Pizza

By Marilyn Alva

FARMINGTON HILLS, Mich. — Armed with classy new advertising from the authors of Wendy's "Where's the Beef?" campaign, Little Caesars is poising itself for a nationwide assault bound to quicken heartbeats at Pizza Hut and Domino's.

Among the new television commercials from Cliff Freeman & Partners in New York will be some introducing consumers to Little Caesars' new Pan Pan Pizza. It was designed to compete head-on with Pizza Hut's flagship Pan Pizza product, which was rolled out in 1981 and is the chain's biggest-selling item.

Meanwhile, Little Caesars is planning to go on network television for the first time, during the fourth quarter of this year.

The move would double its current advertising budget and move the carry-out-only

*(See **CAESARS**, page 120)*

Pay-hike backers assail predictions of wide job losses

By Deane Evans

WASHINGTON — Challenging earlier testimony that a hike in the federal minimum wage would result in the loss of more than 500,000 jobs, a group of liberal economists told Congress that the proposed wage floor boost would actually cause minimal job losses for U.S. workers.

The claim that a minimum-wage raise would not eliminate significant numbers of jobs came under immediate fire from Richard Berman, chairman of the Minimum Wage Coalition to Save Jobs. He charged that studies cited by the pro-minimum-wage economists were "tainted" by preconceived ideas.

In a letter to James M. Jeffords, R-Vt., chairman of the House Education and Labor committee, 57 leading economists from U.S. universities and economic "think tanks" joined the Citizens Committee for a Just Minimum Wage in asking for passage of the Minimum Wage Restoration Act.

As currently amended, the House measure

*(See **MINIMUM**, page 120)*

FOOD WATCH

Collards go haute

ATLANTA — Collard greens and turnip greens, slow-simmered vegetable staples of the Deep South, are growing in diversity and popularity at non-traditional Southern restaurants. Collards, a variety of kale, and turnip greens, which belong to the mustard family, have been called "the spinach of Dixie."

At Trio, the newest member of the Atlanta-based Peasant Restaurant Group, collard greens in lemon sauté are a bold break from the customary preparation, which normally calls for hours of slow cooking with spices and regional ingredients, such as honey and ham hocks.

"We thought it was kind of gutsy mixing collards in the avant garde [style]," said Peasant food development director Elise Griffin.

On a menu that features scrambled tofu and Cheddar cheese grits, Liberty House Inc.'s upscale roadhouse concept, OK Cafe, is keeping vegetable tradition alive with turnip greens and potlikker, their vitamin-rich, simmering juice. The general manager, Ed Udoff, called it one of OK's most popular vegetables.

—Jack Hayes

CHARLES BERNSTEIN: LABOR CRISIS IN CHICAGO—PAGE F3

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NEWS DIGEST

Leroy hires '21' chef to replace Casey at Plum

NEW YORK — Impresario Warner LeRoy has hired Geoffrey Zakarian, chef de cuisine at The "21" Club, to replace Kathy Casey in the kitchen at Maxwell's Plum, the well-known Upper East Side American bistro.

Zakarian, a French-trained chef who has also worked at Le Cirque, had been at "21" since it reopened a year ago.

Casey, 26, lasted only three weeks at the 350-seat Maxwell's. LeRoy was reportedly paying her more than $100,000 a year to revamp the menu and oversee the kitchen at his glitzy First Avenue haunt. One of his demands was that the new menu include burgers—an order that didn't thrill the trendy young chef.

Casey established her reputation as an important American chef at the tiny Fuller's in Seattle.

Kettle's board recommends acceptance of Rocyn's bid

HOUSTON — The board of Kettle Restaurants, the 200-unit family restaurant chain, has advised shareholders to accept an $8-per-share acquisition bid from Rocyn Corp. if the intended buyer upholds its promise and slightly amends the offer.

The board has asked Rocyn to guarantee that it will buy all shares tendered by a yet-to-be-determined deadline. The request, which Rocyn has said it would honor in an amendment to its bid, would prevent the company from shelving its $17.5 million offer if the chances of a takeover suddenly dimmed.

Friendly prepares rollout of new dinner offerings

WILBRAHAM, Mass. — Striving to boost evening traffic, Friendly Ice Cream Corp. is preparing to roll out a line of complete dinners and has expanded a test of pasta entrées.

Under the new dinner program, the 850-unit family restaurant chain will offer items ranging from fried shrimp to grilled chicken. The entrées will be served with a salad, a vegetable, and an ice cream sundae.

Meanwhile, a test of pasta dinners has been expanded to 15 stores in Rochester, N.Y. Ranging from $3.50 à la carte to $4.99 for a complete meal, pasta selections include chicken cacciatore, fettuccine Alfredo, beef Stroganoff, and spaghetti with meat sauce.

Campbell sells Pietro's to new Philadelphia group

CAMDEN, N.J. — Campbell Soup Co. has sold its Pietro's pizza chain for an undisclosed cash amount to a new corporation formed by Dimeling, Schriber & Dalglish of Philadelphia.

Lynwood, Wash.-based Pietro's, a Campbell holding since 1973, operates 65 pizza restaurants in the Northwest.

Yugoslavia calls in cops to monitor Big Mac attack

BELGRADE, Yugoslavia — Police were summoned to quell the mobs of comrades who converged here recently for their first taste of a Big Mac, according to news reports.

That symbol of American capitalism proved a phenomenally hot seller at a new McDonald's here—the first ever opened in the Communist Bloc. The restaurant is a joint venture of McDonald's and Genex, a government-run concern.

Curious Yugoslavs reportedly waited in line for hours to sample the restaurant's American specialties.

Callender opens 'satellites,' eyes freestanding kiosks

LONG BEACH, Calif. — Stepping up a program of opening "satellite" units, the Marie Callender coffee shop chain has opened its third downscaled mall outlet and is contemplating the development of freestanding kiosks.

Occupying between 1,000 square feet and 3,000 square feet, each mall satellite offers a limited menu of salads, sandwiches, pot pies, quiches, pies, and tarts.

The offerings are prepared in nearby full-sized Callender units, with only the final baking done in the satellites.

The 140-unit chain, which is operated by Phoenix, Ariz.-based Ramada Inc., said it might open five more mall satellites this year as well as one or two freestanding remote units.

Sonic Drive-Ins tests 5-minute service guarantee

OKLAHOMA CITY — Sonic Drive-Ins, a 1,000-unit chain of 1950s-style drive-in hamburger outlets, is testing a five-minute service guarantee in 23 units in Austin, Texas.

"We're shooting for four minutes, but we're not advertising that yet," said Vern Stewart, executive vice president.

Morton offspring follow in Dad's food-service footsteps

CHICAGO — A second generation of Mortons will attempt to leave its stamp on this city's dining scene when Amy and Michael Morton, the offspring of well-known operator Arnie Morton, open their first restaurant this spring.

The cafe will be located at the former site of Arnie's Cafe, which has been owned by Arnie Morton for the last 14 years.

"Everything will be under $8.95," said Amy Morton, who expects the cafe to remain a choice location for people watching. Arnie Morton sold all but three of his other Morton's steak houses to an investment group several months ago.

NRA musters 15,000 restaurateurs for last-ditch lobbying blitz in D.C.

WASHINGTON — In a last-ditch effort to thwart an increase in the minimum wage, the National Restaurant Association has asked 15,000 restaurateurs to convene here April 19 for a lobbying session with their respective congressmen.

Prospective participants in the "March on Washington" are also being asked to lobby for an increase in the so-called tip credit, which allows food-service employers to count tips as part of servers' pay.

Increasing the credit to 100 percent would soften the margin-crushing impact of new regulations requiring operators to pay Social Security on both tips and wages.

The march is scheduled to coincide with the House of Representatives' vote on H.R. 1834, which seeks to raise the wage floor to $5.05 from the current $3.35 by 1991.

"An increase in the minimum wage will force business owners to reduce employee hours, streamline positions, and freeze new hires," said Michael J. Grisanti, president of the NRA and the Grisanti's Italian dinner house chain.

Financial analysts have warned that a 15-percent rise in the minimum wage would require restaurants to raise menu prices by at least 4 percent to protect profit margins. The House proposal calls for a 50-percent hike.

The restaurant industry has been unable in past attempts to block a federal wage hike. Leaders blame apathy at the grass-roots level for the food industry's repeated defeats.

Campbell shuffles S&A marketing staff

Castaldo chosen to spearhead new tactics

By Peter J. Romeo

DALLAS — A week after axing Burger King's marketing and advertising chiefs, J. Jeffrey Campbell, chairman of Pillsbury's wheezing restaurant group, has restructured the marketing staff of S&A Restaurant Corp. in a bid to patch up that subsidiary.

Scrapping a "concept management" approach whereby S&A's two core chains, Steak and Ale and Bennigan's, each had their own marketing chief, Campbell consolidated all marketing functions under one senior vice president.

Nick Castaldo, previously vice president of marketing for Steak and Ale and a former Campbell protégé, was tapped to assume that newly created post.

Scott Burcham, formerly Castaldo's counterpart at Bennigan's, has left S&A and joined Popeyes Famous Fried Chicken as senior vice president of strategic marketing.

Neither Castaldo nor Burcham's previous positions will be filled, according to Lane Cardwell, S&A's senior vice president of strategic planning. The duties they formerly shouldered will be split between Castaldo and the two chains' respective directors of marketing, who report to Castaldo.

"Nick had demonstrated an ability to handle more than one chain, and we thought we could realize some synergies this way," Cardwell said. He added that Burcham's resignation "cleared the way" for S&A to make the change.

Under Pillsbury's plan to revitalize its restaurants, the Bennigan's and Steak and Ale chains will shrink as ailing restaurants are jettisoned. The systems currently encompass 375 dinner houses in 32 states.

Exactly seven days before Castaldo was given his new job, Campbell relieved Burger King's top three marketing executives of their duties. Tony Lavely, president of Pillsbury's Quik Wok Chinese fast-food chain and another former lieutenant of Campbell's, was tapped to rebuild the fast feeder's marketing department.

Burger King said the changes were made "to move topline sales."

On the day preceding the shakeup, Pillsbury disclosed plans to sell its Godfather's Pizza chain and further streamline Burger King, Steak and Ale, and Bennigan's.

All of the moves have been viewed as initial steps in Pillsbury's program to resuscitate its restaurant group, which posted an operating loss of $113.1 million for the third quarter ended Feb. 29. That compares with an operating income of $44.1 million for the same period of the prior fiscal year.

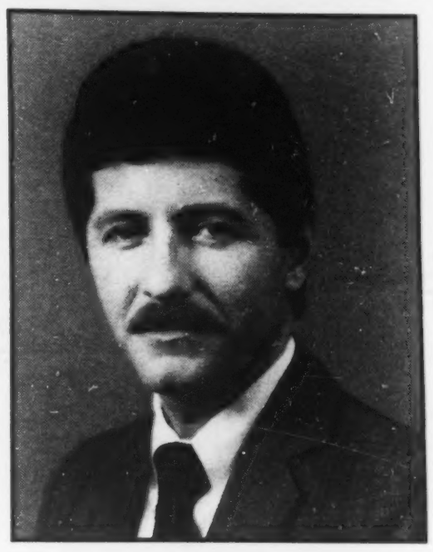
Restaurant revenues for the most recent period were $622.5 million, a 6.4-percent decline from the prior-year results.

It was Campbell who appointed Lavely president of Quik Wok, which at the time functioned as a subsidiary of Burger King.

Castaldo also worked with Campbell at Burger King, rising to vice president of advertising and promotions while the chain's highly successful "Battle of the Burgers" marketing campaign buoyed Campbell's career.

Castaldo, age 36, was the creator of Steak and Ale's current "Legend in Steak" marketing campaign, which strives to regain patrons who were driven away by the chain's ill-conceived attempt to reposition itself as a hip place to dine.

"We're recapturing a strong foundation of our business," Castaldo said when the $10 million Legend campaign was launched last October. "Steak and Ale has a core group of loyal customers who account for over 80 percent of our business. One reason why we're not seeing them as much as we'd like is we've lost our focus."



Nick Castaldo

During Burcham's reign as vice president of marketing, Bennigan's sought to reposition itself as a restaurant featuring a wide array of trendy fare, in contrast to its previous image as a bar that served burgers, finger foods, and other pedestrian fare.

Before joining S&A in 1986 as Steak and Ale's vice president of marketing, Castaldo held the same position at Citicorp Savings Bank of Florida.

Diners' top beef: faulty service

By Marilyn Alva

Eating out in a restaurant is supposed to be an uplifting occasion, but for many a diner it provides more reason for staying home, according to a new Nation's Restaurant News survey.

NRN SRI Poll

The latest NRN/SRI Poll finds that customers have a host of gripes about eating out in restaurants, ranging from slow service to hair in the food or ugly uniforms.

Faulty service, however, was cited as the biggest peeve among a random sampling of American consumers in a survey conducted by SRI Research Center Inc. in Lincoln, Neb.

Questioned on their pet peeves on eating out in restaurants, 15 percent said "slow service," 5 percent answered "poor service," and another 5 percent cited "surly waiters and waitresses."

Top 10 Pet Peeves

1. Slow service
2. Too expensive
3. Poor service
4. Surly waiters/waitresses
5. Smokers
6. Bad tasting
7. Served cold
8. General unsanitary conditions
9. Children
10. Too noisy

Source: NRN/SRI Poll; SRI Research Center, Lincoln, Neb.

Smaller numbers recalled "intrusive" service and the wait help as being either "too personal" or not attentive enough.

Other aspects of the restaurant experience that irritated respondents were high prices and smoking, followed by bad-tasting food and cold meals.

Some 1,000 consumers over 18 were contacted by telephone during February and asked, "What is your pet peeve about eating out in restaurants?"

While service topped the complaint list, followed by smoking and food, the people SRI contacted had a number of other gripes about eating out in restaurants.

For example, 17 of the respondents said they were bothered by children. Another 13 didn't like the crowds, while still another 13 cited dirty tables and utensils.

A handful held general grudges such as "the other diners" and "other people watching me eat" while another handful cited "afraid of AIDS" and "not enough food."

Twenty-five people said they were distressed by "general unsanitary conditions," while one respondent's pet peeve was "handling money at the table."

Operators call smoking ban a drag

By Joe Edwards

NEW YORK — One of the nation's toughest antismoking laws went into effect here on April 4, and restaurateurs are fuming.

Restaurants with more than 50 indoor dining-room seats must set aside at least half those seats for non-smokers, according to the new law, which covers most of the city's 16,000 restaurants.

"Restaurateurs are going crazy," said Cynthia Darrison, executive director of the Restaurant League of New York, a collective bargaining unit for 23 tablecloth restaurants in Manhattan. "They're pulling their hair out on this. They're suffering tremendous angst."

Jacki Norden of Fraunces Tavern, a landmark restaurant in the financial district, said her several dining rooms have been split about evenly for smokers and non-smokers.

"We're doing things according to Hoyle," Norden said. "It's going to be very interesting." She was worried, however, about regular customers, whose favorite tables may now be in sections they don't want, such as one smoker who eats lunch at Fraunces five days a week and whose favorite table is now in a no-smoking area.

However, she added: "This is a service business. If someone doesn't like a table, we'll bend over backward to make them happy."

Nick Williams, co-owner of Morgan Williams at 55 Broadway, said he and his partners had been wrestling with the question, Who do we want to punish—smokers or non-smokers? Since less than half his clientele smokes, Williams said, "Smokers will be banished to the rear dining room."

At Amsterdam's Rotisserie on the Upper West Side, most of the main dining room's 80 seats are in the no-smoking area. The front bar section has been designated as the smoking section, a representative said.

The New York smoking bill was passed by the City Council in December. In addition to mandating no-smoking sections in restaurants, the law requires restaurateurs to post signs identifying smoking and no-smoking sections.

Restaurateurs must ask customers whether they want smoking or no-smoking seats when they call for reservations.

Restaurateurs who do not comply with the law can be fined $100 for a first or second offense and $500 for a third offense. Individuals who light up in no-smoking sections can be fined $50.

Luby's take-out test takes off in Houston

By Karen Bruno

SAN ANTONIO, Texas — In an attempt to broaden a sagging customer base, Luby's Cafeterias has expanded its take-out program to all 27 units in the Houston market after a successful six-month test.

Dubbed "Good Food to Go," the take-out program has increased per-unit sales volumes 5 percent, primarily through telephone orders.

"We anticipate we will enjoy a nice increase in this percentage," said William Robson, senior vice president of operations development for Luby's. The 109-unit chain operates primarily in the hard-hit Oil Patch state of Texas.

Cafeteria chains such as Luby's have not traditionally promoted take-out food, although Morrison's Cafeterias was the first to consider it seriously. But with supermarkets and traditional restaurants entering the niche, operators in this mature segment are taking a harder look at take-out as a source of additional revenue.

Luby's may reap the added benefit of lowering the average age of its customer closer to that of the fastest-swelling demographic group—the aging baby boomer.

"The decline in the dinner daypart in traditional restaurants is a key to the decision by cafeterias to promote food-to-go," said John Hunt, a research analyst at Smith Barney, Harris Upham & Co. in New York.

"The technology for take-out is improving drastically every day," Hunt said. "It's new territory for them, but I think they'll be able to build this niche."

Hunt added that the average drive-thru or take-out check is "not drastically different" from that of a cafeteria, which suggests "a favorable price-value story."

After positive results from Luby's test of take-out in the Houston Medical Center unit, which opened Sept. 9, company officials decided to proceed cautiously. "Food to go is running at 10.5 percent of total sales in the Medical Center unit," Robson said. "That number was key for us."

Take-out sales at these units were running 2 percent to 3 percent above the regular rate, which was attributable to passing out menus in selected locations and adding menus to take-out orders. An in-house promotional campaign involving posters and table cards kicked in March 22 was "too early for results to be in," Robson said.

One new unit scheduled to open by summer will include a separate entrance for take-out, Robson said. "We're contemplating adding three more units in the Houston area with separate entrances," he said.

Luby's program requires an outlay of about $10,000 per store for training, additional telephone lines, and promotional material.

Luby's Cafeterias Inc.

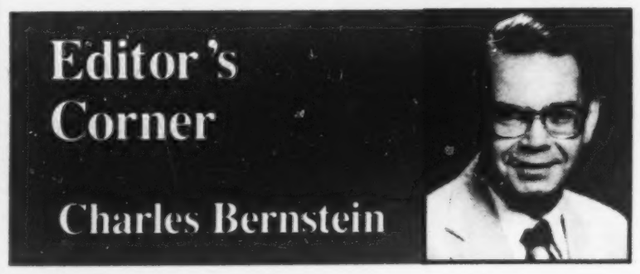
Chief executive: John B. Lahourcade
No. of units: 109
Average check: $4.48
Sales growth: 13 percent per year
Average sales per unit: $2.38 million
Food costs: 27.4%
Labor costs: 26.2%

FOCUS | VIEWPOINT

Insensitivity: labor crisis in Chicago

The nub of the restaurant industry is personal service, helping the customer, going the extra mile, exercising judgment and flexibility in critical situations. Right?

Wrong, according to Cafe Volare of Midway Airport, Chicago. Nobody gets a free meal here, not even the mayor of Chicago. Nor, it seems, would the president of the United States.



On balance people want to pay for food they consume and don't really expect freebies—or shouldn't. Then what is all the flap about in this case?

Simply that a pervasive callousness is evident toward employees who do exercise judgment beyond the strict rule book and who do seek to serve the public and help customers. This is true not only at the celebrated Cafe Volare but also at all too many restaurants of all types.

Eugene Sawyer, a longtime Chicago councilman who was voted mayor by a split City Council in a bitter political battle after Mayor Harold Washington died of a heart attack four months ago, happened to be waiting in the Midway Airport lounge while a snowstorm delayed his flight to Alabama, where he had a speaking engagement.

Sawyer gave one of his security guards $10 to pay for a sandwich in the airport. The guard went to Cafe Volare there and asked for a roast beef sandwich, indicating that he would pay the $4.95 cost.

Enter Michael Bueschel, a 23-year-old college student, Army Reserve sergeant, and six-month $5-an-hour employee at the airport's Cafe Volare restaurant. Bueschel sized up the situation, seized the initiative, and decided it would be silly to charge the mayor for a sandwich.

Bueschel knew instinctively that $4.95 was not going to ruin the restaurant's bottom line and that his deed could only generate a favorable public reaction.

He told the security guard that the sandwich would be on the house and enclosed the food in a box with this note: "Hello, Mr. Mayor, keep up the good work. Compliments of Cafe Volare."

Bueschel seemed to have done the smart thing. After all, policemen are routinely given free coffee, doughnuts, and sandwiches, fostering good feelings all around and not really hurting anyone.

If policemen could receive freebies, then the mayor—who never even asked or sought such an arrangement—certainly could. Or so thought Bueschel.

In fact, the mayor was so pleased with the sandwich and the note that he came by and shook hands with Bueschel. "Thanks for the sandwich," Sawyer told Bueschel. "It was very good, and I appreciate it."

Mayor Sawyer later said he was especially pleased that "a young white kid from the South Side would offer a black mayor a sandwich without thinking in terms of race."

Incredibly, that "young white kid" who showed mature judgment was very quickly out of a job. He was fired the next day because of the free sandwich.

A supervisor at Cafe Volare explained that the restaurant had an absolute policy barring any free food without management approval. "It wouldn't be fair to violate this policy for the mayor or for any employee," he said. "Employees previously have been fired for stealing or giving away food without approval."

One infers that in the mayor's case there was no prior approval because there is only one Chicago mayor and it was an unforeseen situation, while in the policemen's case there is blanket approval.

One also can conclude that the mayor would not have stood around endlessly (even while wanting to pay for the sandwich) if Bueschel had to wait for approval from managers who might not have been immediately available.

But the bottom line is that Bueschel's handling of the situation was brilliant, while the restaurant blundered in firing him.

Sure enough, after the adverse publicity that quickly followed the firing, Bueschel was offered his old job again. To his credit, he declined and said he would seek other opportunities.

The mayor, city officials, and other businesses and restaurants were trying to help Bueschel and possibly hire him.

Nobody really has to worry about the future of this enterprising young man, but we do have to be concerned about an industry where such appalling indifference to the most innovative employees can occur.

It is one explanation of how and why food service faces a critical labor shortage, why it is having trouble attracting bright young people. Yes, the population is "aging" gradually. But when we see situations like this, we know the problem goes well beyond demographics.

Once again, true hospitality means showing consideration and appreciation for employees. They should be rewarded for enterprising, positive actions and not reprimanded or fired because of an unbending rule book and insensitive supervisors.

LETTERS

Miami Radisson workers step beyond call of duty

Editor, NRN:

For 20 years I have been reading your excellent publication. Every few issues there is a story, an editorial, or a letter to the editor about service in hotels and restaurants. Some of it is good, but most of it relates to the poor service that the industry is giving to its guests. One of the strongest editorials you wrote about poor service occurred in a hotel about a year ago.

I would like to use your newspaper to publicly commend the Miami Florida Radisson Hotel on excellent service. Actually, it was more than excellent service, it was a caring telephone operator who turned a tragic situation into a manageable one.

On Feb. 14, my family was leaving the Radisson to fly to San Juan for a weeks cruise on The Song of Norway. That morning my father suffered a fatal heart attack in upstate New York. My sister called the hotel, explained the situation and the sympathetic telephone operator, Tanya, told her she would ring my room and if no one answered she would get back to her.

When no one answered, Tanya checked to see if I had checked out. She not only checked to see if I had left, but asked my sister for a description of me so she could locate me in the hotel. But we had already boarded the bus that would take us to the airport. At this point Tanya could have said, "he has left," and done nothing else.

But she took the time to assure my sister that everything would be OK. She told her that she would get in touch with me and would not let me board the plane. The amazing thing was that Tanya had to locate me from the many guests that were leaving on Royal Carribbean ships—all going to a different destination. I can only surmise that she or someone else at Radisson spent a frantic hour determining what plane I would be boarding.

Ten minutes before I was to board the plane, I received a page at the Eastern Airlines terminal. The Radisson had found me. They gave me the message and I was able to return home.

This was the first time I had the opportunity to stay at a Radisson hotel. I was most impressed with the service in the dining room and of the entire operation. As a matter of fact, I had just complimented Mr. Phillip Rucchi, the restaurant manager, on the great job that his staff was doing in the restaurant.

The rooms have a guest comment card to evaluate the "Yes I Can!" attitude of their staff. If Tanya and Phillip are representative of their commitment to the guests, they certainly live up to the motto.

Obviously, I will stay at Radissons whenever I travel. Hopefully, the hospitality industry will continue to attract people who are as concerned and committed as the staff at the Miami Radisson.

—Anthony J. Strianese
professor
Schenectady County Community College
Schenectady, N.Y.

College service discovers success in pages of NRN

Editor, NRN:

Nation's Restaurant News not only carries "news" but also some of the best advice!

Herman Zaccarelli's article applying "A guest relations attitude to total management style," has been produced here at Lenoir-Rhyne College Dining Service and is in the hands of each management person.

Our thanks to you and our thanks to Mr. Zaccarelli.

—Keith Hazeltine
Lenoir-Rhyne College
Hickory, N.C.

More letters appear on page F9

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